

**JCISFA**
Joint Center for International Security Force Assistance

ArmyGCCInteragencyJoint Staff
DoDAir ForceMarinesNavy
Partner Nations

JCISFA Information Briefing



JCISFA Web Site: <https://jcisfa.jcs.mil>

The information in this briefing is furnished with the understanding that it is to be used for defense purposes only; that it is to be afforded essentially the same degree of security protection as such information is afforded by the United States; that it is not to be revealed to another country or international organization without the written consent of the JCISFA; and that there is no commitment or intent on the part of the U.S. Government or any other agency to provide any additional information on any topic presented herein.

US UNCLASSIFIED

Purpose: Highlight and discuss the role and functions of the JCISFA as well as those key SFA DOTMLPF-P issues that our joint forces require in order to be more effective at building regional and partner capacity around the globe.

Thank you for the opportunity to address this forum – we at the JCISFA hope the mutual sharing of knowledge will enhance continued cooperation and action in order to improve SFA capabilities within our GCCs.



JCISFA
Joint Center for International Security Force Assistance

Army GCC Interagency
DoD Air Force Marines Joint Staff
Partner Nations Navy

Mission

The JCISFA captures and analyzes Security Force Assistance (SFA) lessons from contemporary and historical operations in order to advise and assist DoD and the broader US government to generate appropriate organizational structures and processes necessary to develop foreign security force capabilities and capacities in support of US policies and objectives.



The JCISFA provides a full range of SFA support across the joint, interagency, intergovernmental, and multinational (JIIM) communities in order to develop and enhance their SFA capabilities and capacities.

US UNCLASSIFIED

2

Brief orientation to the JCISFA

Mission – main purpose of JCISFA is to capture and analyze SFA lessons and best practices and advise and assist to increase efficiency in SFA operations

SFA – in general layman’s terms is: supporting the development of foreign security forces (FSF)

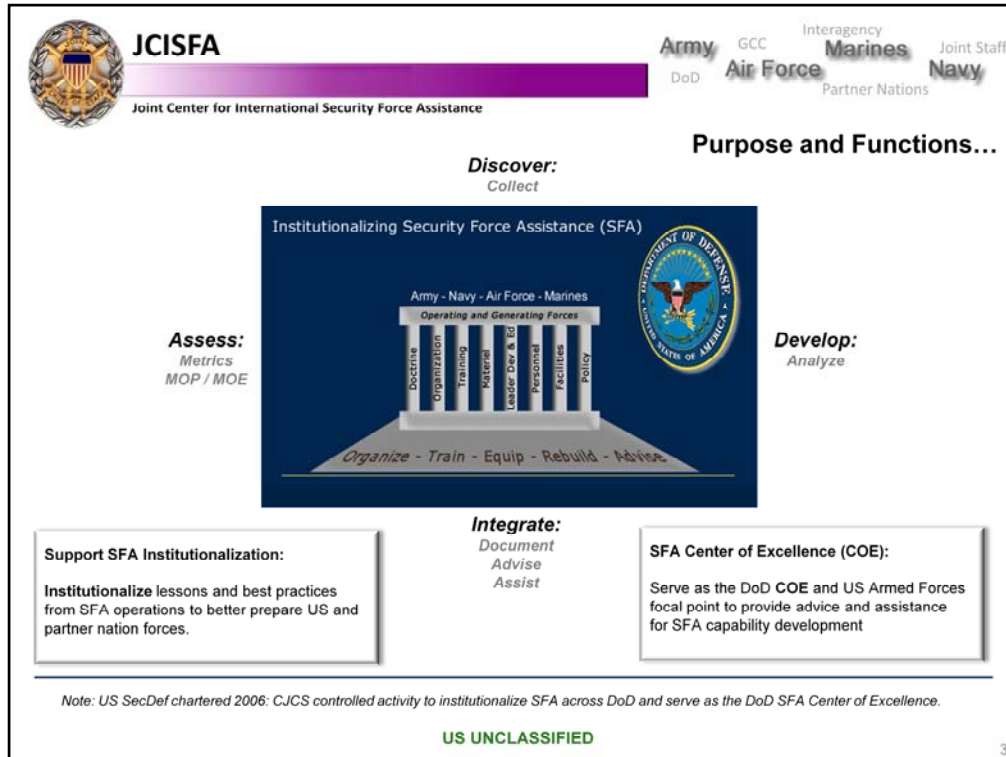
SFA spans many types of operations:

- It can be a component of conventional operations
- It can support or be conducted in conjunction with:
 - Irregular Warfare (IW) Operations (COIN, FID, CT, UW)
 - Stability Operations
 - Security Cooperation (SC) and Security Assistance (SA)

*Regardless – JCISFA is here to assist you

Additionally, the conduct of SFA is not limited to elements of the Department of Defense; it includes the coordinated efforts across the Joint, Interagency, Intergovernmental and Multinational (JIIM) spectrum

JCISFA is committed to working with and further enhancing SFA Communities of Interest (CoI) in order to promote the Institutionalization of SFA, which is directly linked to our organization’s purpose and functions (next slide)



A brief history of JCISFA:

- Established in 2006 by SECDEF charter
- Primarily driven by General Petraeus' experience with building Iraqi Security Forces and the fact that General Purpose (conventional) Forces (GPF) had little experience with building and training FSFs since the Vietnam timeframe
- A Joint organization collocated at Fort Leavenworth with the Army's Combined Arms Command (CAC)
- The CAC Commander (Army – LTG) is “dual – hatted” as the JCISFA Director

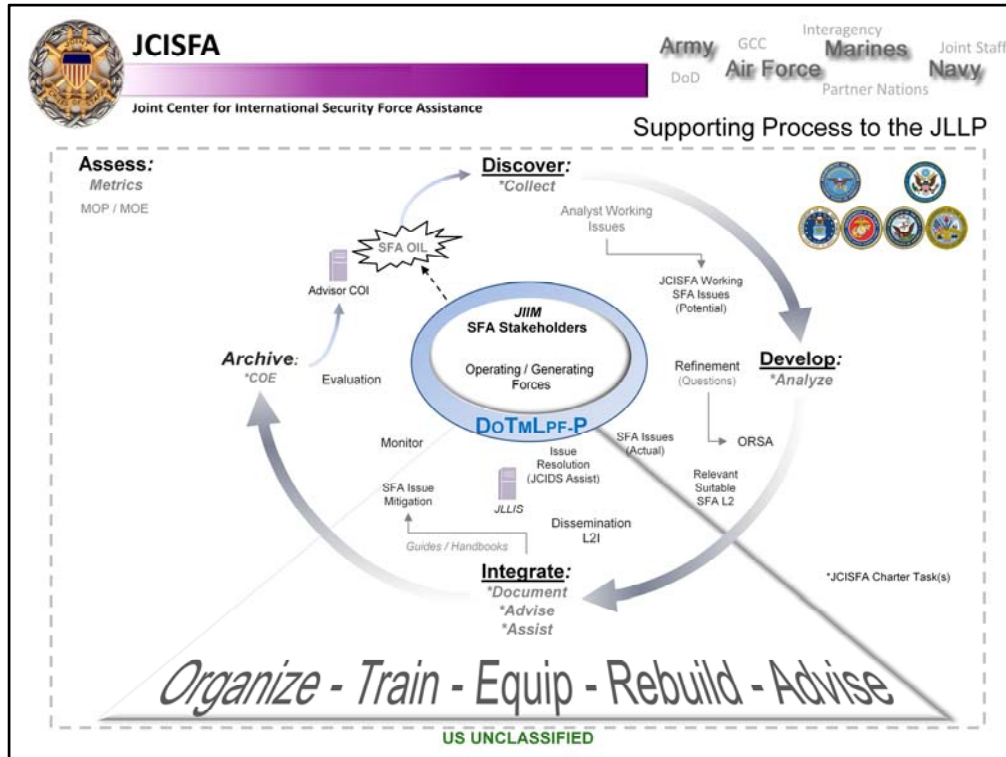
Primary Purpose:

- Collect, Analyze, Document SFA lessons and best practices
- Advise and Assist
- Serve as a Center of Excellence (COE) for SFA – which includes the archiving of SFA operational records.

Notice that the Charter-directed JCISFA functions (Collect, Analyze, Document and Advise, Assist) are nested with the foundational principles of the Joint Lessons Learned Process (Discover, Develop, Integrate and Assess). This includes the development and use of metrics and Measures of Performance/Evaluation (MOP/MOE) in order to continually assess the effectiveness of our efforts.

Note: although the collection, development and effective integration of SFA lessons learned is the primary function of JCISFA, a differentiating task from other lessons learned focused organizations is “Advise and Assist”

- Most important: the primary goal of all JCISFA efforts is to support the Institutionalization of SFA across the Joint and Interagency Communities. This is achieved through:
 - the effective communication and integration of SFA lessons learned to directly support the Warfighter
 - advising and assisting Geographical Combatant Commands (GCCs), the Services and governmental agencies on the application of SFA
 - actively supporting the long term integration of SFA concepts, principles and best practices into Joint Training, Leader Development and Doctrine (as well as across the other DOTMLPF-P domains) – this is primarily achieved through the framing of SFA issues and advising/working with key SFA stakeholders towards issue resolution



This slide further reflects the process we use to frame and address SFA related issues that further influence the Organizing, Training, Equipping, Rebuilding, and Advising of FSFs

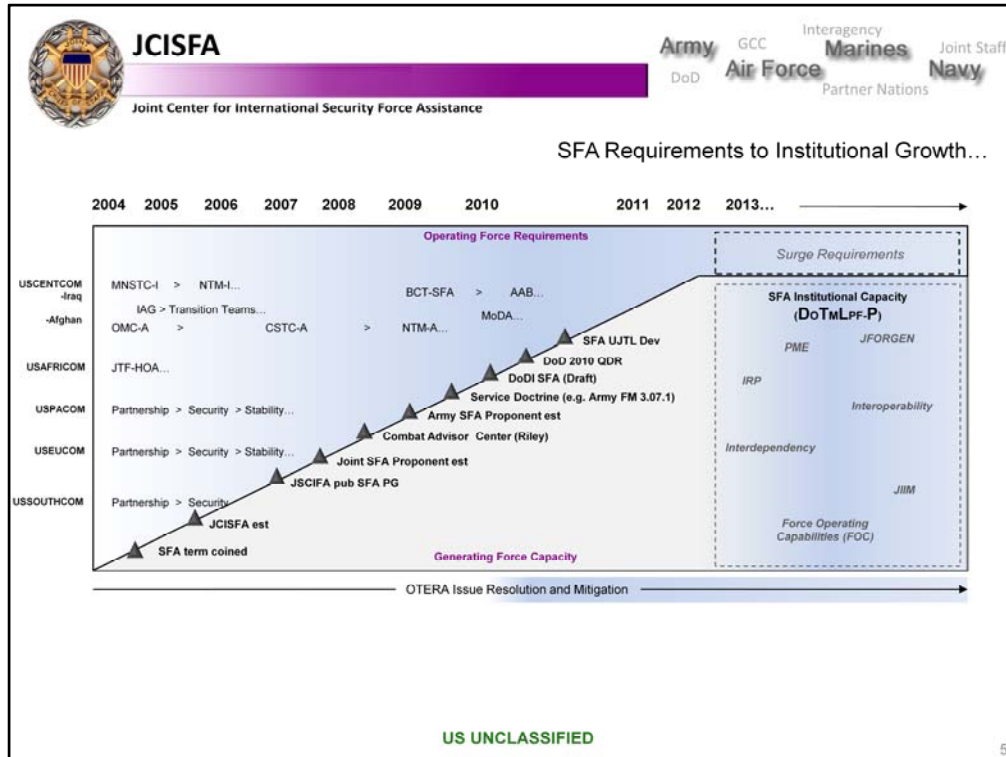
It is important to note that this process is a continuous and dynamic cycle, as opposed to a linear, step-by-step process

Key actions in this process:

- Collection – harvesting of SFA related Observations, Insights and Lessons (OIL): achieved through both active and passive means
 - Includes working through established networks with other Lessons Learned related organizations
 - Current/future initiatives and enhancements include web based collection capabilities (discussed later) and use of social networking sites
- Analysis – “the key phase:” the level and quality of analytical rigor applied to SFA OIL will influence the effectiveness and relevancy of information communicated
- Integration – “The action phase:”
- Archive – Supports Center of Excellence (COE) requirement/task
 - Supports long-term institutionalization (prevents requirement to “rediscover,” – one of the main reasons behind JCISFA’s creation)

Looks great on paper, but, you may be wondering:

- “Where have we been in terms of SFA development?” and,
- “What effect has this process had on the advancement of SFA towards institutionalization?” (Next Slide)



This slide depicts two major points:

1. The increased Security Force Assistance (SFA) requirements for the Operating Force ("the Warfighters") since 2004 – the blue shaded area reflects some specific examples in the Geographic Combatant Commands (GCC) (Note, these are not listed in any type of order of precedence)
2. The efforts of the Generating Force to provide the required capacity to effectively meet the requirements of the Operating Force. Most importantly, through support and development of capabilities within:
 - Doctrine
 - Training
 - Leader Development and Education
 - Policy



JCISFA

Joint Center for International Security Force Assistance

Army GCC Interagency Joint Staff
DoD Air Force Marines Navy
Partner Nations

SFA TLD-P Issues (Top Five)

Training:

- The US joint force requires a clearly defined SFA universal joint task list (UJTL) to improve training standardization across the services during joint force generation (JFORGEN). Likewise, such tasks support parallel training efforts of our multinational partners.

Leader Development and Education:

- The services require deliberate processes for the selection of advisors as well as the tracking of advisor skill sets/expertise in order to better support Geographic Combatant Command (GCC) requirements. Such requirements cross the US operating and generating forces and include tactical, operational, and strategic level advisors.

- Professional military education (PME) across the services requires a common SFA program of instruction (POI) at the mid-senior officer, NCO, and civilian levels in order to better prepare leaders to plan, prepare, execute, and assess SFA during exercises, experiments, training, and actual operations.

US UNCLASSIFIED



JCISFA

Joint Center for International Security Force Assistance

Army GCC Interagency Joint Staff
DoD Air Force Marines Navy
Partner Nations

SFA TLD-P Issues (Top Five) - Continued

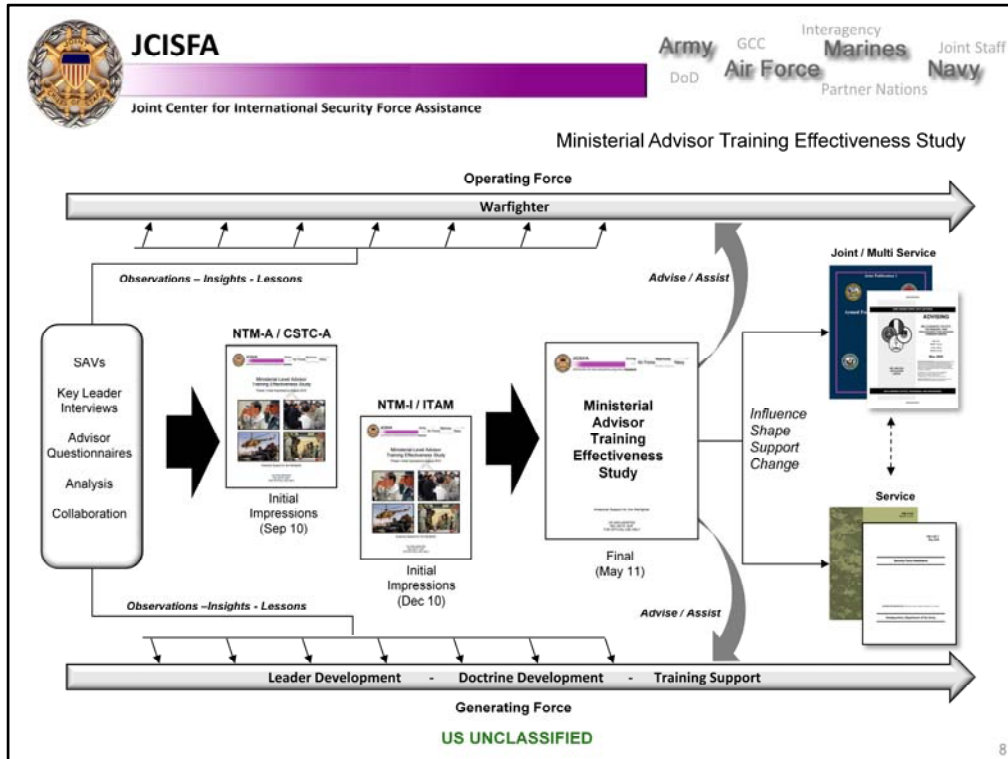
Doctrine:

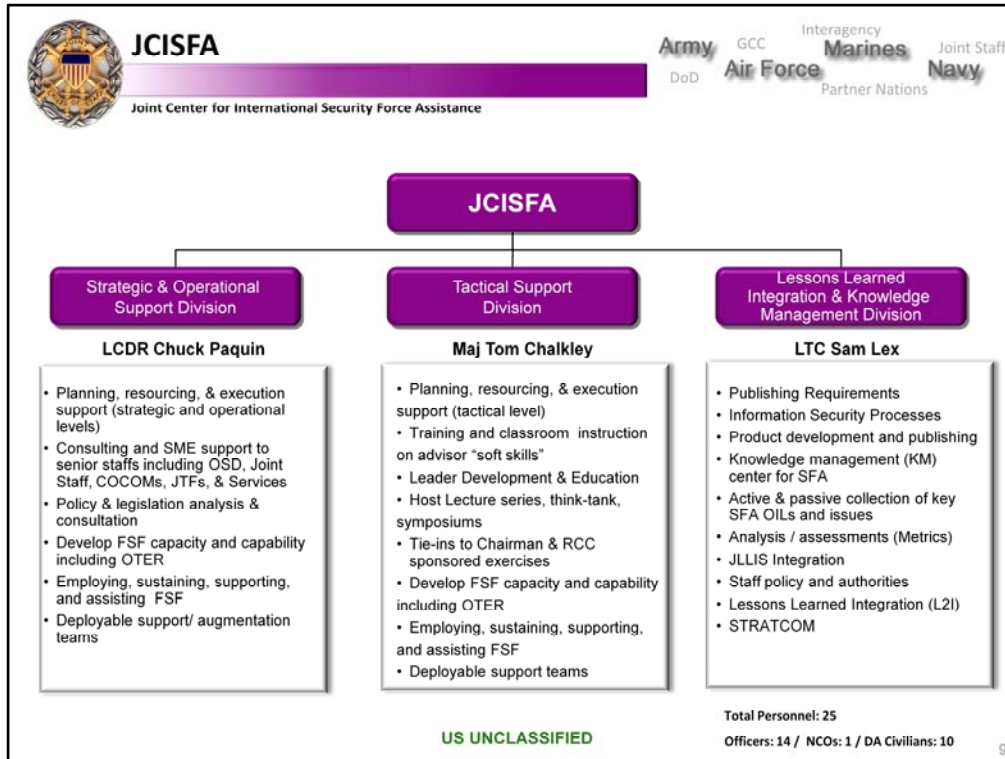
- Joint and service doctrine does not adequately address SFA doctrine beyond the Iraq/Afghan model – this requires continued effort to assess and integrate future SFA capability requirements to support enduring doctrinal frameworks across the joint, interagency, intergovernmental, and multinational (JIIM) communities.

Policy:

- The Department of Defense Instruction (DoDI) 30XX.XX, Security Force Assistance, must be refined and published in order to enable the joint SFA proponentcy to define, develop, and integrate SFA capabilities across the joint DOTMLPF-P domains.

US UNCLASSIFIED





Slide reflects the functional focus and capabilities of the three JCISFA Divisions



JCISFA

Joint Center for International Security Force Assistance

Army GCC Interagency
DoD Air Force Marines Joint Staff
Partner Nations Navy

JCISFA Knowledge Continuum

Dynamic Knowledge



Web-enabled Knowledge Interface (NIPR/SIPR)

SFA Archives:

- ✓ SFA Operational Records

Communities of Interest (COI):

- ✓ The Advisor COI (Regional / Functional)

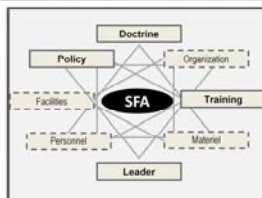
Data Collection, Distribution, Response (D-CDR) User research tools

- ✓ User Research (Passive Collection)

Information Availability / Authentication

- ✓ JIIM stakeholders

Refined Knowledge



Lessons Learned Process (TLD & P)

Discover

- ✓ Active Collection / Participation (Across JIIM)

Knowledge Development

- ✓ Relevancy & Suitability (The so what...)

Integration (Implementation)

- ✓ Purposeful JLLIS integration

- ✓ JIIM IRP (ESC and WGs)

Assess

- ✓ Metrics and Evaluation

Documented Knowledge



Publishing Process (Electronic and Print)

Editor / Technical Approach:

- ✓ Content Management

Distribution / Metrics:

- ✓ Utilization (users)


Themes and Messages:

- ✓ Unity of Purpose

Strategy:

- ✓ TLD & P Gap Mitigation


US UNCLASSIFIED



JCISFA
Joint Center for International Security Force Assistance

Army GCC Interagency Joint Staff
DoD Air Force Marines Navy
Partner Nations

Web-enabled Knowledge Interfaces



JCISFA (SFA Communities of Interest)

Mission

Serve as a single-KM interface for security force assistance (SFA) communities and stakeholders to share timely, relevant, suitable, and accessible information in the form of SFA OILs, Best Practices, and Issues.

Endure as an information environment to enable joint, interagency, intergovernmental and multinational (JIIM) users in research, knowledge generation and sharing.

Core Capabilities:

- Tiered access (JIIM stakeholders)
- Knowledge generation, sharing, and distribution
- Develop and understand SME & Org relationships
- Communities of Practice (COP)
- Support better decision-making.
- User defined notifications and alerts
- Consolidate SFA forums and news (RSS feeds)
- Support specific Geographic Combatant Commands (GCC) theaters with targeted SFA OILs and best practices.
- Support SFA functional (OTERA) requirements
- Supporting platform for JLLIS data input
- Contribute to GCC and Service DOTMLPF-P issue resolution processes
- Facilitate ORSA and academia requirements
- After Action Archival (Partner Nation and SFA Specific)
- Data Collection, Distribution & Response (D-CDR) Interface

US UNCLASSIFIED

New capability to support continued development of SFA issues.


The Advisor Community of Interest (COI)

- A single KM interface for JIIM stakeholders to share timely and relevant SFA lessons and best practices
- Provides support to the GCCs through discrete Regional and Functional COIs
- Access: CAC card enabled with Tiered Level Access to support stakeholders across the JIIM communities
- Capabilities Include:
 1. Currently operating at IOC – will achieve FOC late summer 2010 (e.g. launch of DOTMLPF-P Knowledge and Decision Support Tools)
 2. Provides SME and Organizational (Community of Practice-COP) relationships
 3. User defined notifications and alerts (user decides what they want to be notified on...)
 4. Supporting platform to the Joint Lessons Learned Information System (JLLIS)

Bottom Line:

- Supports execution of the Joint Lessons Learned Program (JLLP)
- Enhances collection of SFA Observations, Insights, and Lessons from the field
- Expands, links the SFA Community of Interest (COI)
- Expands access to interagency & international partners


Prospective users can access the site on the NIPR – SIPR will be phased in during the summer of 2010




JCISFA
Joint Center for International Security Force Assistance

Army GCC Interagency
DoD Air Force Marines Joint Staff
Partner Nations Navy

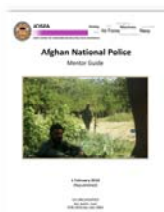
Publishing




CDR's Handbook for SFA: Oriented on the BN, BDE, and DIV level CDRs. This handbook provides information critical to commanders preparing to deploy on SFA related missions.




SFA Planner's Guide: Covers planning considerations for SFA operations including the SFA Imperatives. Planning considerations are placed in the context of the Joint Strategic Planning System framework.



ANP Mentor Guide: provides GPF advisory teams with information they need to develop the skills required to effectively augment the CSTC-A Police Mentor Team program.



Facilities & Infrastructure Guide: This guide presents infrastructure and facility challenges associated with the build/rebuild task within Security Force Assistance (SFA) operations.



TT Handbook (Editions 1 & 2): provides essential information in a Ranger handbook-type format for Transition Team members. Second edition now available

SFA Planner's Guide: FSF Force Development: Introduces concepts and tools to support SFA planning, preparation, execution, and assessment related to FSF capability development.

Upcoming:

- *SFA Contracting Fundamentals Guide*
- *Iraqi Federal Police Handbook*

In Work:

- *SFA Handbook Series*
- *SFA Logistics Operations Guide*
- *Quarterly Newsletter*

US UNCLASSIFIED

Examples of JCISFA publications – We purposefully develop publications to mitigate doctrine and TTP gaps in the joint force



JCISFA

Joint Center for International Security Force Assistance

Army GCC Interagency
DoD Air Force Marines Joint Staff
Partner Nations Navy

Director:

Lieutenant General Robert "Bob" Caslen, Jr., US Army

Deputy Director:

Colonel Michael Swanson, US Army

Chief of Staff:

Mr. Sean MacKinnon

Strategic & Operational Support Division:

Lieutenant Commander Charles Paquin, USN

Tactical Support Division:

Major Thomas Chalkley, USMC

Lessons Learned and Knowledge Management Division:

Lieutenant Colonel Samuel Lex, US Army

425 McPherson Ave, Fort
Leavenworth, KS 66027-1350
COM: 1-913-684-3627
DSN: 552-3627



Director
LTG Robert L. Caslen, Jr.



Deputy Director
COL Michael Swanson

US UNCLASSIFIED